MANAGEMENT PERFORMANCE EVALUATION

Name_____ EVALUATION From_____ TO_____ DATE OF EVALUATION_____ STORE_____

Evaluate to what degree of performance the associate has demonstrated in each category. The following criteria will be used:

POOR:	NEEDS IMPROVEMENT:	GOOD:	VERY GOOD:	EXCELLENT:
Needs much improvement to meet expectations.	Needs slight improvement to meet minimum expectations.	Good competent Performance; meets expectations; the level of performance most often achieved.	Highly effective performance exceeds performance expectations.	Outstanding performance; far exceeds expectations.

1. ATTENDANCE: Consider the willingness to work schedule required, tardiness and absence record.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Often absent without good cause and reports for work late often.	Lax in attendance, seldom reports being late or absent.	Usually present, on time and accepts work schedule.	Very prompt, regular attendance. Calls in advance to report absence.	Always prompt, ready for work. Will work overtime if needed.

2. PERSONAL PRESENTATION: Consider the impression the associate makes on others. Compare to dress code.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Very untidy, sloppy, poor presentation.	Sometimes untidy and careless about appearance and presentation.	Generally neat, well groomed. Follows dress code.	Evidence of care in dress/taste. Quite pleasant. Example for others.	Well groomed, very neat and clean. Exceptional presentation.

3. KNOWLEDGE OF JOB DUTIES: Consider present job knowledge and other work closely related to it and knowledge in other departments.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Does not know enough about the job to make a contribution to the company. Makes many errors.	Just enough knowledge to get by. Must be supervised. Lacks concentration.	Requires only occasional supervision. Definitely a satisfactory grasp of the job.	Knows the job well enough to be left completely independent. Well versed and capable in all areas.	Thorough knowledge of overall job and virtually every detail. Notices and does extras.

4. TREATMENT OF CUSTOMERS: Consider the attention the associate gives customers. Is the individual sincerely interested in providing service to them.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Blunt, discourteous, indifferent. Shows no interest.	Temperamental, sometimes tactless. Varies with the mood.	Agreeable, pleasant, helpful to customers, generally friendly.	Very cooperative, smiles on eye contact. Satisfies customers needs.	Inspires others. Very pleasant & friendly. Knows customer's needs.

5. PLANNING: Consider predetermining a course of action – Forecasting, setting objectives and procedures.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Poor planner. Does not set objectives. Leaves everything to chance.	Does some planning. Objectives unclear.	Meets expectations. Sets goals and objectives and attains them.	Plans well in advance. Exceeds most objectives. Uses direction to keep goals in sight.	Outstanding performer. Plans everything in advance and has a concise plan of action for each.

6. HOUSEKEEPING & MAINTENANCE: Consider the cleanliness & neatness of the floor, shelves, backroom, coolers & building exterior and equipment.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Area is dirty and untidy with no sense of urgency. No preventative maintenance.	Has to be reminded constantly about cleanliness and neatness. Low priority.	Generally keeps work neat and clean. Does some preventive maintenance. Follows guidelines.	Work area is always neat and clean. High priority. Takes action on those areas that need attention.	Exceptional standards are enforced. Goes out of the way to be the best in this area.

7. ORGANIZATION: Consider arranging and relating work for effectively accomplishing objectives.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Wastes human and physical resources.	Has too much help at the wrong time. Usually over budget.	Utilizes staff effectively. Stays within budget.	Gets job done under budget. Plans schedule effectively.	Exceptional performer. Always exceeds well under budget.

8. CONTROL: Consider progress toward objectives according to plan. Set expectations and measure results.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Never meets expectations. Always comes up short. Lacks direction.	Varies from plan & does not get the job done on time. Often behind.	Meets expectations. Has a good handle on what's getting done.	Better than average results. Usually exceeds expectations.	Outstanding performer. In total control with exceptional results.

9. MERCHANDISING: Consider the attainment of acceptable sales and gross profit by department. Awareness of competition.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Consistently low profit. Does not maintain variety. Poor production.	Profit is low. Profit items poorly displayed or inspected.	Meeting expectations. Displays are neat, timely and well signed.	Better than average profits. Displays innovative & well signed.	Always exceeds average profit. Maintains variety all the time.

10. INVENTORY CONTROL: Consider the ability to maintain an adequate level of stock for a full selection with little backstock.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Sales area often too light & backroom too full. Little variety.	Poor, incomplete orders. Under filled shelves and full backstock.	Maintains adequate variety and shelf conditions. Little backstock.	Very few out of stock items. Shelves kept full & backroom low.	Outstanding order control. Shelves always full & backroom empty.

11. STAFFING: Consider selecting, training and development of competent people within budget.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
Does no training or development of people. Always over-schedules.	Often over budget. Little training. Subordinates never developed.	Develops people while maintaining standards and within budget.	Develops people through good training. Very solid work force.	Outstanding developer of people. Works hard to be the best.

12. DIRECTING: Consider the bringing out of purposeful action toward the desired objectives by delegating, motivating and coordination.

POOR	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
No direction toward goals. Can't motivate others. Poor production.	Weak in this area. Does not utilize authority to get the job done.	Gives clear directions to get the job done. Assists when needed.	Directing & follow-through above average. Workers well motivated.	Highly skilled director & motivator. Production is great.

GENERAL EVALUATION

Consider length of time on the job and the associates overall performance as compared to company standards.

☐ Poor ☐Needs Improvement ☐Good ☐Very Good ☐Excellent

	YES	NO	COMMENTS
Has progress been made since last rating?			
Capable of future advancement?			
Satisfactory in present position?			

Your areas of strength are:	Your areas for improvement are:

To use your strengths more effectively our plan is:	Our plan of action for improvement is:

Associate Comments:	Evaluator Comments:

☐ We have reviewed the current OSHA Right to know law. Other _____

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Signature of Associate Date	Signatuer of Evaluator Date